

**INDIVIDUAL CAPITAL AND MANAGERIAL  
COMPETENCIES ON CAREER SUCCESS  
OF MBA GRADUATES**

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**DOCTOR OF BUSINESS ADMINISTRATION  
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ON CAREER SUCCESS OF MBA GRADUATES**

**By**

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## **ABSTRACT**

Drawing upon the theory of human capital and the model of human performance, this study examines the occupational and educational capital of individuals, gained during the attainment of MBA studies, and their relationships to the objective and subjective career success. It is also the aim of this study to determine the role of managerial competencies on the link between the constructs of individual capital and career success. By employing the stratified sampling technique, 156 respondents with MBA qualifications from public universities participated in the self-administered online survey. The preliminary analyses and diagnose tests were performed to fulfill the assumptions of multinomial logistic regression, ordinal regression, and multiple linear regression. The results of hypothetical relationships were found to be fully and partially supported and no mediation effect by managerial competencies was discovered on the relationship between both categories of capital and career success. A major finding revealed that the capital of educational factors was significantly and positively associated with subjective career satisfaction and managerial competencies. The likelihood of a higher objective career success of MBA graduates was only partially supported by the educational-factor and occupational-factor capital. Although the result showed non-mediating role of managerial competencies, further analysis discovered that managerial competencies had significantly predicted subjective career success. To the individuals, the capital and competencies gained would contribute positively to the enhancement of their career development. Findings from this study would also provide a better understanding for the educational institution strategists in assessing specific individual capital and competencies, gained through a specific educational program, on the career success of future graduates. Finally, the limitations of the study were discussed in tandem with the suggestions for future research.

**Key Words:** Individual capital, Managerial competencies, Objective career success, Subjective career success, MBA graduates.

## ABSTRAK

Berbekalkan teori modal insan dan model prestasi manusia, kajian ini meneliti modal insan faktor pekerjaan dan pendidikan individu yang diperolehi semasa proses pengajian MBA, dan hubungan mereka dengan kejayaan objektif dan subjektif kerjaya. Kajian ini juga bertujuan untuk menentukan peranan kecekapan pengurusan terhadap hubungan diantara modal insan individu dan kejayaan kerjaya. Dengan menggunakan teknik persampelan berstrata, 156 responden yang mempunyai kelayakan MBA daripada universiti awam mengambil bahagian dalam kajian ini secara kaji selidik sendiri atas talian. Analisis awalan dan ujian diagnostik telah dilakukan untuk memenuhi andaian regresi logistik multinominal, regresi ordinal, dan regresi linear pelbagai. Keputusan hubungan hipotetikal telah disokong sepenuhnya dan juga sebahagiannya, dan tiada kesan pengantaraan oleh faktor kecekapan pengurusan telah ditemui pada hubungan antara kedua-dua kategori modal insan dan kejayaan kerjaya. Satu dapatan utama mendedahkan bahawa modal insan faktor pendidikan yang ketara dan positif dikaitkan dengan kepuasan subjektif kerjaya dan kecekapan pengurusan. Kemungkinan yang lebih tinggi bagi kejayaan objektif kerjaya graduan MBA hanya sebahagiannya disokong oleh modal insan faktor pendidikan dan faktor pekerjaan. Walaupun dapatan menunjukkan tiada peranan pengantaraan oleh faktor kecekapan pengurusan, analisis selanjutnya mendapati bahawa kecekapan pengurusan telah meramal kejayaan subjektif kerjaya dengan signifikan. Kepada individu, modal insan dan kecekapan yang diperolehi akan menyumbang secara positif kepada peningkatan pembangunan kerjaya mereka. Penemuan daripada kajian ini juga boleh memberi kefahaman yang lebih baik untuk merangka strategi institusi pendidikan dalam menilai modal insan dan kecekapan tertentu, yang diperolehi melalui program pendidikan yang khusus, ke atas kejayaan kerjaya bakal graduan. Akhir sekali, batasan kajian telah dibincangkan selaras dengan cadangan untuk kajian pada masa hadapan.

**Kata kunci:** Modal insan individu, Kecekapan pengurusan, Kejayaan objektif kerjaya, Kejayaan subjektif kerjaya, Graduan MBA.

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## **LIST OF ABBREVIATIONS**

AACSB	Association to Advance Collegiate Schools of Business
CFA	Chartered Financial Analyst
CGPA	Cumulative Grade Point Average
GMAC	Graduate Management Admission Council
GMAT	Graduate Management Admission Test
GPA	Grade Point Average
MBA	Master of Business Administration
MEF	Malaysian Employers Federation
MOHE	Ministry of Higher Education
NEM	New Economic Model
PASW	Predictive Analytics SoftWare
SME	Small and Medium Enterprise
SPSS	Statistical Package for Social Science
UIA	Universiti Islam Antarabangsa
UiTM	Universiti Teknologi MARA
UKM	Universiti Kebangsaan Malaysia
UM	Universiti Malaya
UPM	Universiti Putra Malaysia
USM	Universiti Sains Malaysia
UTM	Universiti Teknologi Malaysia
UUM	Universitit Utara Malaysia



## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Overview**

Globalization and technological advancement have considerably altered the way corporations seek to capitalize their managerial inventory. In turn, individuals compete for resourcefulness, qualifications, and competencies to become better managers and leaders. Thus, both corporations and individuals strive to maximize the returns of their investments on human capital inventory in the marketplace (Baruch, 2009). Specifically, a contemporary approach on the capital and competencies of individuals as the investment for future career outcomes shall be the focal of the present discussion.

The need for quality human capital in Malaysia should grow concurrently with the objective of becoming a high-income advanced nation by 2020, which is the main goal of Malaysia's New Economic Model (NEM). As such, the demand for knowledge-based workforce acts as a signal to the development of human capital in the country. According to Mayo (2006), the human intangible assets are the primary capability for organizations to achieve corporate growth and wealth creation.

Human capital traditional theorists such as Mincer (1974) and Becker (1993) profess that years of education and training increased productivity and thus, higher earnings. Yang,

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